



Welcome to the Alabama MES Modernization Program (AMMP) Strategy Overview

April 7, 2021



Disclaimer

This presentation is based on the best available information as of the date of this event and contains high-level plans and estimated dates that are strategic and/or notional in nature. Any future procurement information presented today should not be viewed as an obligation on the part of the Alabama Medicaid Agency. All information contained in this presentation, whether written or spoken, is subject to change.

Because of the nature and intended purpose of this presentation, no questions will be fielded. As our effort progresses, the agency will avail itself with additional industry outreach at every possible opportunity depending on our need for additional information. There will be a survey sent out to all attendees after the conclusion of this presentation. We greatly appreciate your feedback.



Opening Remarks

Agenda

1. Welcome & Opening Remarks, CIO Mason Tanaka
2. AMMP Strategy, MES Director TJ Nola
3. Module Overview, MES Program Manager Shannon Crane
4. System Integration Overview, MES Program Manager Brian Woika
5. Procurement Guidelines, Procurement Project Manager Pamela Johnson-Moore
6. CIO Closing Remarks, CIO Mason Tanaka



Deputy Commissioner / CIO Welcome & Opening Remarks

Presenter: Mason Tanaka, CIO



Welcome Message



Montgomery, AL



Big Springs Park, Huntsville, AL



Gulf Shores, AL



Cathedral of Basilica, Mobile, AL



Terms and Definitions

Medicaid Enterprise Systems (MES)

Umbrella term used to define the Information Technology (IT) systems that support the mission of the Alabama Medicaid Agency. The MES ecosystem includes, but is not limited to the following systems:

- Alabama Medicaid Management Information System (AMMIS)
- Centralized Alabama Recipient Eligibility System (CARES)
- Modular Electronic Visit Verification (MEVV)

Modularity/Modularization

The effort to replace the current AMMIS (legacy) with modern suite of systems where each module supports unique and separate business function(s).

Alabama MES Modernization Program (AMMP)

Name of the Alabama Medicaid Agency's program to modularize, modernize and integrate the IT systems that fall under the Medicaid Enterprise Systems (MES) umbrella.



Purpose and Objectives

Purpose

The purpose for today's event is to provide vendors information on the strategy, high-level roadmap, and upcoming procurement activities for the Alabama Medicaid Agency's program to modernize its Medicaid Enterprise Systems (MES).

Today's Objectives

- Introduce and familiarize vendors with the Alabama MES Modernization Program (AMMP) by providing as much information as possible.
- Ensure vendors know that Alabama is "open for business" and is looking for strategic partners who share the same goal of making AMMP an unqualified success.
- Provide information and insight to vendors on how to do business with the State of Alabama, which we hope will result in a higher degree of compliant and responsive bids.



Vision, Mission, and Goal

AMMP Vision and Mission

- Our **Vision** is to ensure the Alabama Medicaid Agency utilizes leading edge, best practice solutions that efficiently and effectively provide timely and accurate Medicaid coverage to the eligible people of Alabama.
- Our **Mission** is to deliver intuitive, innovative, interoperable, and reliable software solutions that improve and advance the business of the Alabama Medicaid Agency.

AMMP Goal

- Our **Goal** is to implement an ecosystem of interoperable modules that meet the business goals for the Alabama Medicaid Agency, while complying with federal mandates.



How Did We Get to Where We Are Today?

AMMP History

- Agency Organizational Assessment - Sep 2017
- Initial PPU Approved by CMS - Dec 2017
- Enterprise IV&V Contract - Apr 2018
- MES Division - Stood up Aug 2019
- Legacy MMIS Takeover Bid (Gainwell) - Apr 2020
- "PMO Services" Vendor Support (NTT DATA) - Apr 2020
 - Project Management (PM)
 - Enterprise Architecture (EA)
 - Requirements and Business Process Management (RBPM)
 - Organizational Change Management (OCM)
- AMMP Strategic Plan Approved by EOC - Nov 2020
- End IV&V, Begin Project Quality Assurance (PQA) - Apr 2021



Success Built Upon Success

Foundational Efforts

- Established Governance Frameworks
 - Information Security - Stood up ISO - Sep 2017
 - Project Management - Stood up PPMO - May 2018
 - Data Governance - Stood up DGO - Sep 2018
- Enterprise Architecture - Apr 2020
- Requirements and Business Process Management - Apr 2020
- Organizational Change Management - Apr 2020
- Program Governance - Oct 2020
- AD Divestiture from Central IT (SSO) - Began Jan 2021
- Established Testing Center of Excellence (E2E) - Feb 2021
- Established Project Quality Assurance (PQA) - Feb 2021



AMMP Strategy

Presenter: TJ Nola, MES Director

AMMP End Game Is Not Just Modularity



CMS Goal:

Achieve Modularity by transitioning from a single vendor/single system to multiple vendors/multiple systems

Alabama Medicaid Agency Goals:

- Create culture that understands this is not an IT Program---it's a business transformation program
 - Improve business processes
 - Improve data quality
 - Support Agency's goal of improving healthcare outcomes
- Through Organizational Change Management (OCM) ensure all stakeholders are prepared for a smooth business transformation



AMMP Guiding Principles

Keep It Simple

Higher complexity carries higher risk and higher cost

Attainable and Sustainable

The resulting system can be reasonably procured, implemented and maintained

Marketplace Lessons Learned

Use market successes and failures as a guide

Industry Supportability

There are enough viable vendors in each space

Right Fit for Alabama

Solutions that are the right size and scale while meeting stated business goals, objectives, and outcomes



Medicaid Enterprise Systems

Current - MMIS

- Member Management
- Member Web Portal
- Eligibility Verification
- Financial Management
- Document/Content Management
- Claims Processing
- Case Management
- Managed Care
- Vendor Integrations
- Provider Management
- Provider Web Portal
- DSS
- CMS Reporting (T-MSIS, MAR)
- General/Ad-hoc Reporting
- EDI Translation
- Pharmacy System Management
- Pharmacy Claims Processing



New Modules

Claims Processing and Management Services

- Member Management
- Member Web Portal
- Financial Management
- Claims Processing
- Eligibility Verification
- Document/Content Management
- EDI Translation
- Case Management
- Managed Care

- Pharmacy Management
- Pharmacy Claims Processing
- Drug Rebates
- DUR
- EDI Translation

Provider Management System

- Provider Management
- Provider Web Portal

System Integration

- Data Integration and Transformation
- Identity / Access Management
- Operational Assurance

Enterprise Data Warehouse

- Program Integrity/Utilization Review
- CMS Reporting (T-MSIS, MAR)
- Data Analytics
- DSS
- General / Ad-hoc Reporting

Existing Systems

Electronic Visit Verification

MEVV

CARES

Recipient Eligibility

External Partners

EviCore

- Radiology PA
- Cardiology PA

Comagine

- DME PA
- Medical Services PA
- Ambulance PA
- Private Duty Nursing PA
- Appeals PA

Health Information Designs

- Pharmacy PA
- RDUR

Health Management Services

Third Party Liability

Alabama One Health Record

- Health Information Exchange
- Interoperability Rule



Implementation Direction

- Procured PMO Services for RBPM, EA, PM, OCM
- Procure testing support, System Integrator (SI) services and solution, Enterprise Data Warehouse (EDW) module, Provider Management module, and Claims Processing & Management Services (CPMS) module
- EDW to be implemented concurrently with SI
- Integrate existing systems: Modular Electronic Visit Verification (MEVV), Centralized Alabama Recipient Eligibility System (CARES)
- Concurrently implement Provider Management and CPMS
- Interoperate with existing External Partners



AMMP Timeline

Calendar Year	2020				2021				2022				2023				2024				2025				2026				2027				2028				2029				2030									
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4										
PMO		Active Contract																Active Contract																																
Procurement & Staffing														RFP																																				
Eligibility & Enrollment (CARES)	Active Project																																																	
DDI	DDI																DDI-SI																																	
MEVV	Operations								Operations																								Operations																	
Procurement & DDI	RFB				DDI																DDI-SI				RFB																									
System Integrator																	Operations												Operations																					
Procurement & DDI					RFI+RFP (5 Year)								DDI (Exisiting MMIS)				DDI Mods+E&E								RFB																									
Enterprise Data Warehouse																	Operations																																	
Procurement & DDI									RFB								DDI																								RFB									
Existing MMIS (Fiscal Agent)		Operations																																																
SI System Change Request (SCR)											SCR		DDI						Operations																															
EDW (DSS) SCR															SCR		DDI						Operations																											
Existing MMIS Transfer																	SCR		DDI																															
Claims Proc & Mgmt Srvs																													Operations																					
Procurement & DDI									RFB								DDI																				RFB													
Provider Management																													Operations																					
Procurement & DDI													RFB								DDI																										RFB			
Testing					RFP				DDI End-to-End Testing																								Operational End-to-End Testing																	
Support Services/Help Desk	Existing Support Services/Help Desks																Enhanced Support Services/Help Desks																																	
Calendar Year	2020				2021				2022				2023				2024				2025				2026				2027				2028				2029				2030									
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4										

**All dates are estimates and are subject to change.



Vendor Opportunities

- Testing Support
- System Integrator (SI)
- Enterprise Data Warehouse (EDW)
- Provider Management
- Claims Processing & Management Services (CPMS)
- PMO Services

Note:

- ✓ *Testing support and SI will be restricted from competing for other modules*
- ✓ *Additional outreach prior to each procurement may include vendor presentation, RFI, and announcements*
- ✓ *Following each RFI we may entertain product demonstrations*



AMMP Module Overview

**Presenter: Shannon Crane,
MES Program Manager**





AMMP Module Overview

- Operations of individual modules will be the responsibility of the vendor
- Software as a Service (SaaS) is preferred model – configuration strongly preferred over customization
- Will be using Outcomes Based Certification (OBC) for certification
- Modular Electronic Visit Verification (MEVV) will be implemented without connecting to the SI day one. It will be integrated later

Existing Systems

Eligibility & Enrollment (CARES)

Modular Electronic Visit Verification (MEVV)

New Modules

Enterprise Data Warehouse (EDW)

Provider Management

Claims Processing and Management Services (CPMS)



AMMP Module Overview

Eligibility & Enrollment (CARES)

- Centralized Alabama Recipient Eligibility System
- Existing system, developed by Alabama Medicaid Agency
- Will be integrated into MES as a module



AMMP Module Overview

Modular Electronic Visit Verification (MEVV)

- A legacy EVV is in place already, it will be replaced with a modular solution
- EVV supports the Alabama Medicaid Home and Community-Based Waiver program, providing services to Medicaid recipients who are at risk of needing care in a nursing home, hospital, or other institution
- The State Operating Agencies for the Waiver program include:
 - » Alabama Department of Senior Services (ADSS)
 - » Alabama Department of Mental Health (ADMH)
 - » Alabama Department of Rehabilitation Services (ADRS)
- The MEVV contract started in March with an April project kickoff



AMMP Module Overview

Enterprise Data Warehouse (EDW)

- New module to be defined and procured
- A structured and centralized collection of all Medicaid data
- Reporting, business intelligence and dashboard tools to support CMS reporting, agency internal reporting, and preparing data for analysis
- Provide faster access to quality data to improve decision-making, problem resolution and support improving healthcare outcomes for Medicaid recipients
- EDW will be implemented and supported by a vendor

Enterprise Data Warehouse

Program Integrity / Utilization Review

Surveillance and Utilization Review
(SURS)

CMS Reporting (T-MSIS, MARS)

Data Analytics

Decision Support System (DSS)

General / Ad-hoc Reporting



AMMP Module Overview

Provider Management

- New module to be defined and procured
- Automated contracting, credentialing and enrollment processes to help the Alabama Medicaid Agency manage providers and provider data
- Provider Management module will be implemented and supported by a vendor

Provider Management System

Provider Management

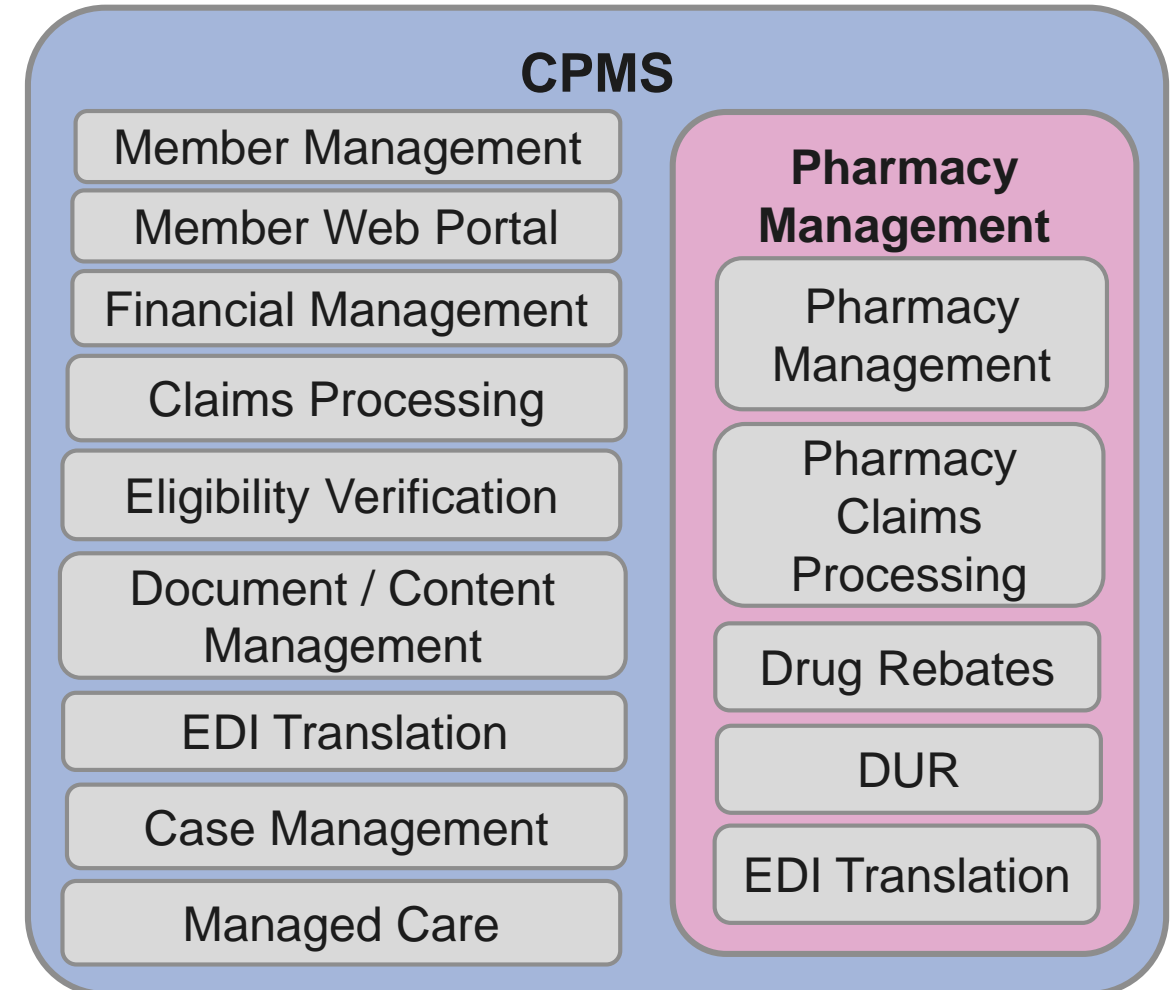
Provider Web Portal



AMMP Module Overview

Claims Processing and Management Services (CPMS)

- New module to be defined and procured
- Automated claims processing and all support functions necessary to operate claims processing
- CPMS module will include all the functions listed in the diagram to the right
- The CPMS module will be implemented and supported by a module vendor





System Integration

**Presenter: Brian Woika, MES
Program Manager**



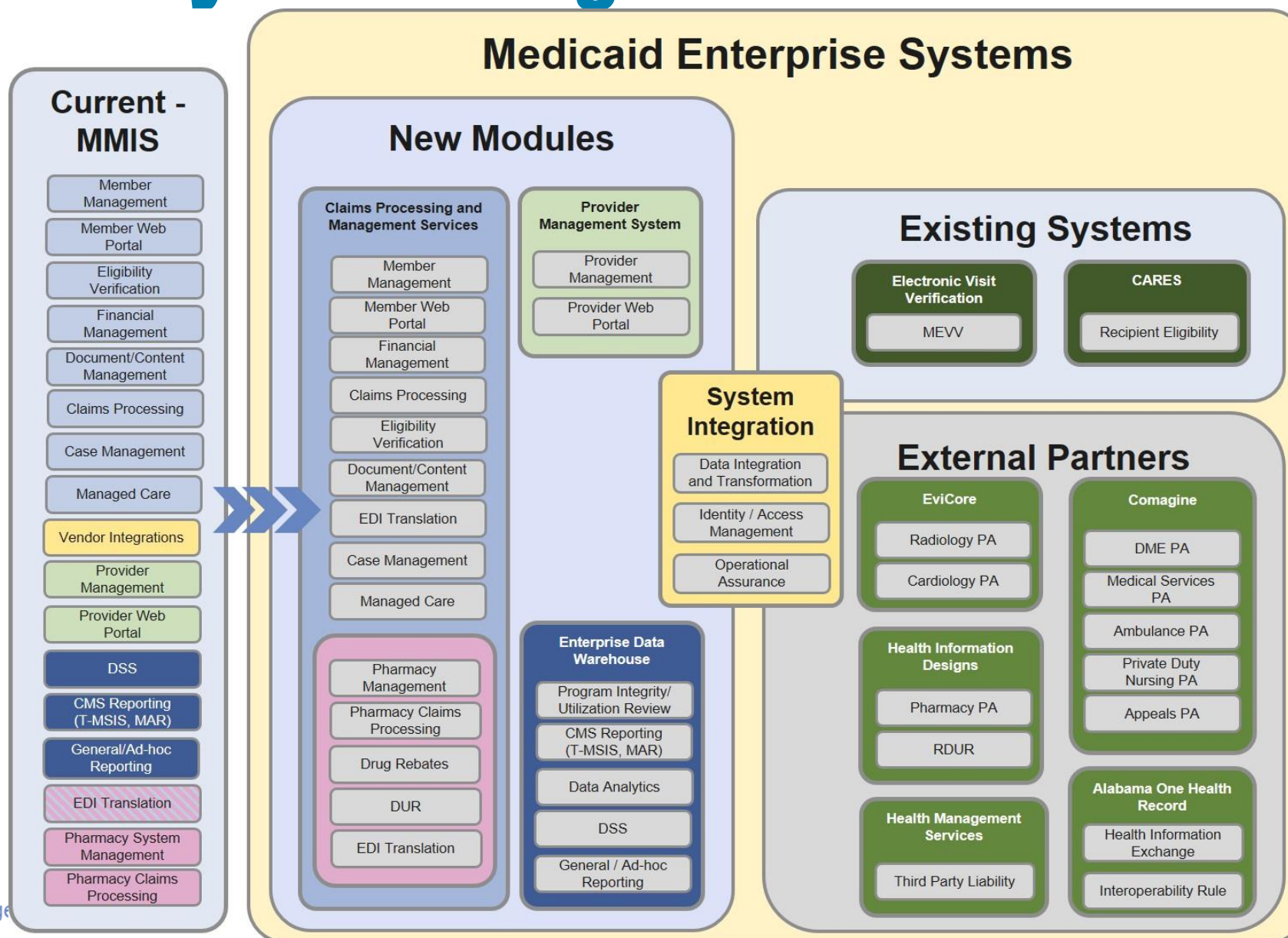
System Integration Overview

SI Scope

- Data Integration and Transformation
 - » Establish or enforce data standards in accordance with MES governance
 - » Ensure completeness & integrity of data exchanged among modules
 - » Control transformation of data between modules
- Identity Management
 - » Provide easy, secure user access to modules
 - » Manage multiple user directories / integrations
 - » Implement Single Sign-On capabilities
- Operation Assurance
 - » Provide reports and dashboards on MES Service Level Agreement (SLA)
 - » Drive to resolution any MES service degradations
 - » Support Root Cause Analysis and problem resolution across the MES

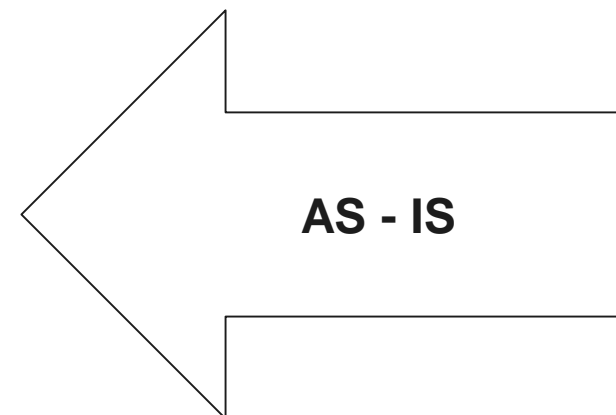
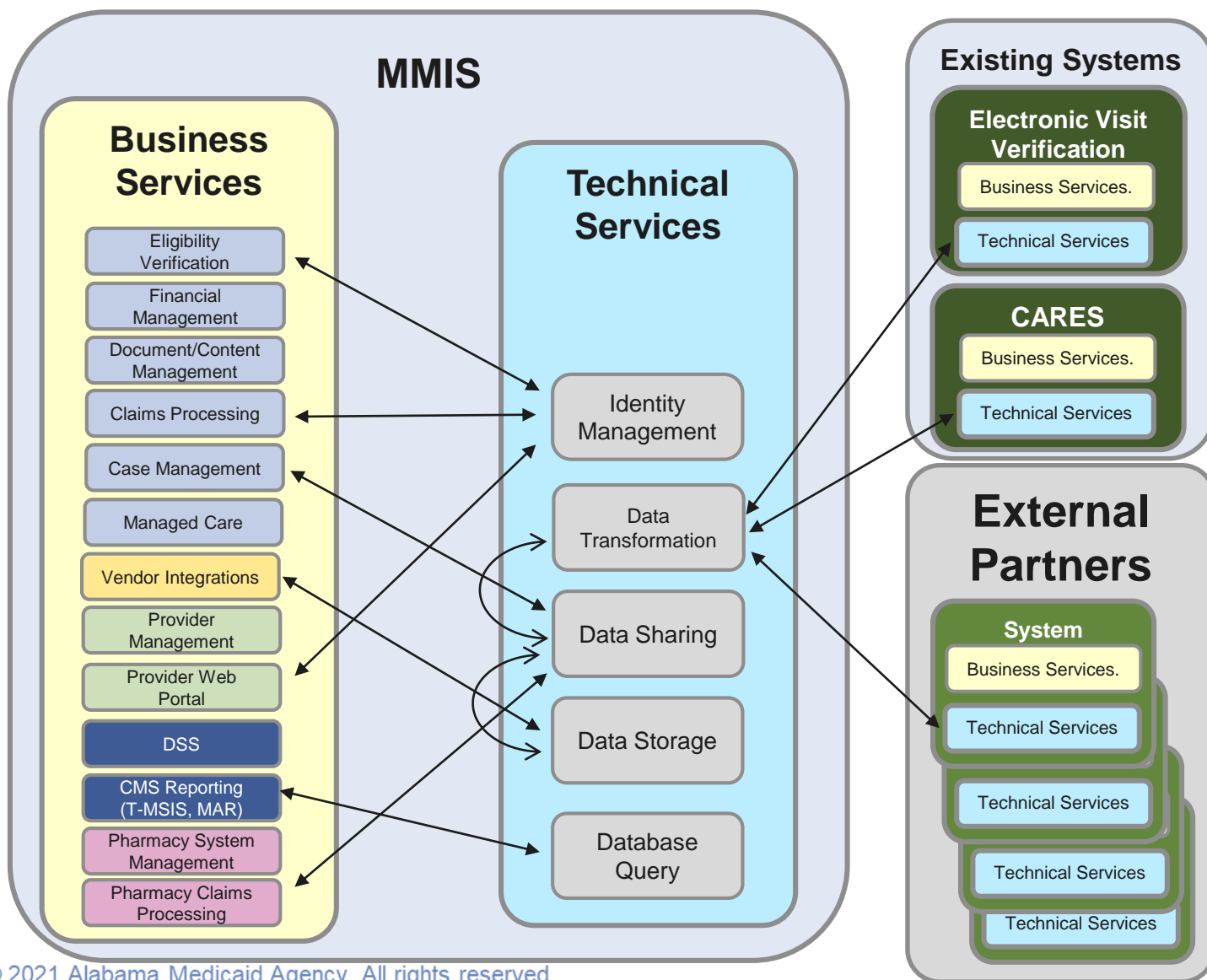


System Integration Illustration





System Integration Illustration



NOTES:

Systems perform:

Business Services

People-driven functions to accomplish business goals

Technical Services

Underlying functions to support business services, including data exchange among systems



System Integration Illustration

NOTES:

TO - BE

System Integration:

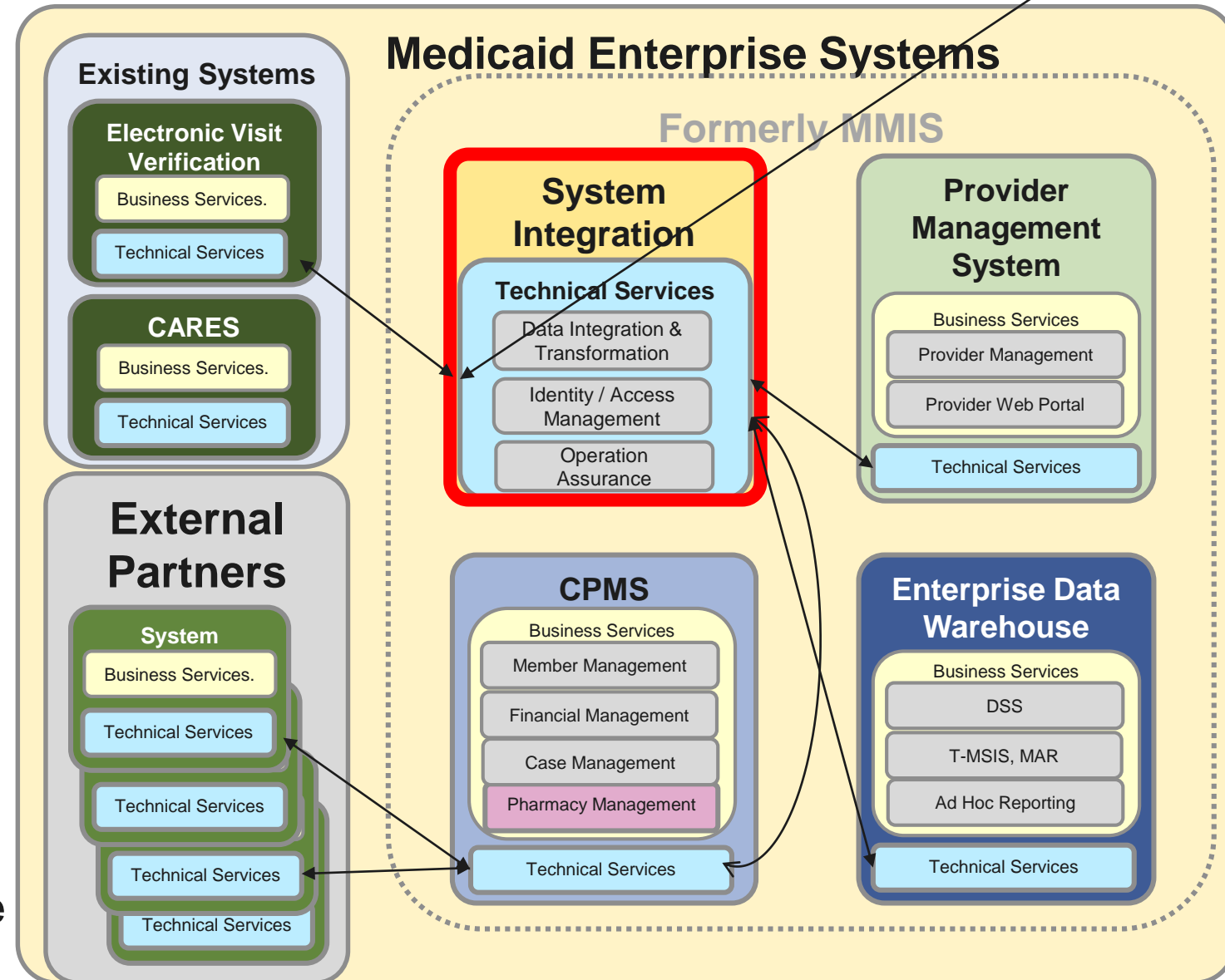
No

Business Services

All

Technical Services

For data exchange and services among modules
Initially NOT for exchanges external to modules or the Medicaid Enterprise





System Integration Overview

SI Procurement Activities

- System Integration as a Service
 - » New capability to be defined and procured
 - » Not defining the solution
 - » To be implemented, operated, and supported by a System Integrator vendor
- Agency posted a Request for Information (RFI)
 - » Responding to RFIs IS NOT required to compete for contracts
 - » Industry approach to System Integration scope, pricing structure, SLAs
 - » Will inform our future procurement
 - » THANK YOU for responding!
- Transferable solution/takeover option at contract end
 - » Compete the operations and support
 - » Keep the solution
 - » Avoid cost and risk to re-integrate and re-implement



Procurement RFP and RFB Guidelines

**Presenter: Pamela Johnson-Moore,
Procurement Project Manager**



Procurement RFP and RFB Guidelines



- How to do business with the State of Alabama
- Common mistakes that disqualify vendors or proposals



Getting Started As a Vendor

- Information is on the State of Alabama Vendor Self Service (VSS) Website to assist you:
 - » [Welcome to CGI Advantage Vendor Self Service Portal: Home \(alabama.gov\)](https://alabama.gov)
- Current registrants should visit the VSS site and verify that their information is current (address, contact, email, remittance, and commodity codes).
 - » VSS is the best way to be notified of bid or proposal opportunities by selecting relevant commodity codes.
- Subscriptions are no longer required to bid, hold a contract, nor is it a guarantee of work.



Request for Proposal (RFP)

- Request for Proposal (RFP)
 - » The focus of an RFP is on goods and services. The basis of award is usually quality, expertise, customer service, etc.
 - Price is not the sole evaluation factor
 - Provides for the negotiation of terms, including price, prior to contract award
 - » Locating Proposal Opportunities
 - [Alabama Medicaid Newsroom](#)



Request for Bid (RFB)

- Request for Bid (RFB)
 - » Formerly known as Invitation to Bid (ITB)
 - » Bids shall contain firm and fixed pricing
 - » Proposed deviations to the requirements from the Vendor cannot be accepted
 - » Each vendor is bidding on the same commodity or services (“apples to apples”)
 - » Bids sealed when received and opened in public
 - » State Purchasing owns the RFB process
 - » Locating Bid Opportunities
 - [Welcome to CGI Advantage Vendor Self Service Portal: Home \(alabama.gov\)](#)



Responding to RFPs and RFBs

- Be clear in transmitting your understanding of the RFP and RFB requirements
- Demonstrate your qualifications and ability to provide a complete solution
- Pay close attention to the following:
 - » Proposal and Bid formats
 - » Requirements
 - » Plans, Milestone, Schedules
 - » Abide by Page limits
 - » Amendment(s)



Common Pitfalls (Non-Responsive)

RFP

- ☐ Proposal received late
- ☐ Proposal response not signed by authorized signatory

RFB

- ☐ Bid received late
- ☐ Bid response not signed by authorized signatory
- ☐ Bid number not on envelope/package/box
- ☐ Bid response not notarized
- ☐ Amendment(s) not signed and returned, if required
- ☐ Mandatory Pre-Bid Conference not attended, if required

**Using the Compliance Checklist(s)
will help prevent these and other errors**



ACRO Master Agreement

- The State of Alabama currently has a Master Agreement for Managed Service Provider (MSP) for Temporary IT Staffing
- The Master Agreement is held by ACRO Service Corporation
- Avoiding Conflicts of Interest
 - » If you are affiliated with the ACRO MSP and you have staff working on the MES Program you are prohibited from bidding, either as a “prime” or “subcontractor”, on AMMP procurements.
 - » Code of Alabama [1975 Section 41-16-30](#)



Helpful Links

- Alabama Department of Finance Division of Purchasing
 - » [Alabama Department of Finance-Purchasing Division](#)
- Alabama Medicaid Agency
 - » [Alabama Medicaid Agency](#)
- The Alabama Legislature Code of Alabama 1975
 - » [Code of Alabama 1975](#)



CIO Closing Remarks

Presenter: Mason Tanaka



Thank you for Attending!

